

# COLLEGIATE EMPLOYMENT RESEARCH INSTITUTE ANNUAL REVIEW 2008

## WHO ARE WE?

Established in 1985 by an act of the Michigan legislature, the Institute's initial charge was to collect and analyze information on the employment of College educated workforce graduating from the state's four-year institutions. Later, two-year graduates from the State's community college system were included in this responsibility. The Institute's charge rose from concerns of a "brain drain" during and following the economic recession of the early 1980's. Until the legislature rolled the Institute's funding into the University's overall budget in 1990, the destination of graduating seniors was our primary research focus. Since 1990 the focus has shifted to the broader examination of issues inherent in the transition from college to work.

Our research centers on the socialization experiences of new college graduates in the workplace; learning strategies used to enhance workplace performance; impact of co-curricular experiences such as study abroad, cooperative education and internships on transition outcomes; and recruiter practices, such as use of resumes, web portals, and behavioral interviewing.

Results have stimulated discussions and program initiatives such as the acquisition/development of necessary competencies in the workplace and reflective practice sessions for students returning from study abroad.

### Mission

CERI strives to increase our understanding of young adults in their transition from college to work:

- By fostering collaboration and exchange among professionals in accordance with work settings in which creativity, openness, and courage of thought are nurtured.
- By developing theoretically and methodologically sound research initiatives that will anchor our analysis.
- By innovating and embracing new ideas.
- By sharing information and expertise with those seeking insight to young adults at work.

## RECRUITING TRENDS

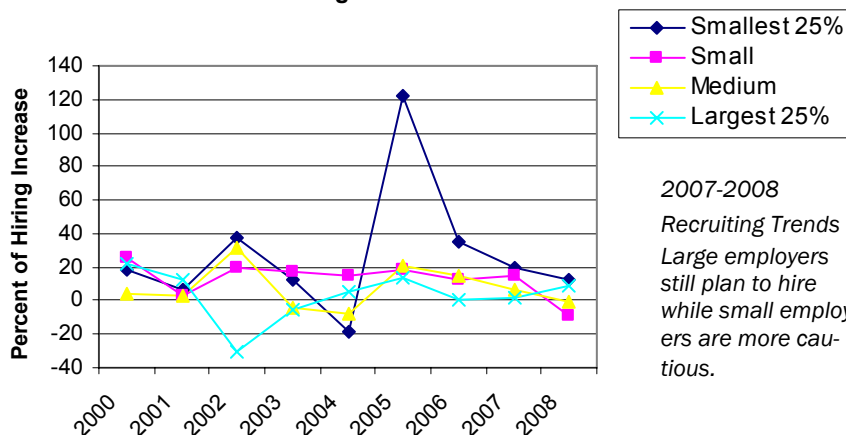
The Institute's signature research effort is the annual college recruiting survey, **Recruiting Trends**. For over 35 years Michigan State University has surveyed national and regional employers seeking their intentions for hiring new college graduates and comments on emerging issues in recruitment and retention. To broaden the scope of our reporting base, efforts have been made to reach out to small businesses and economic sectors that do not traditionally recruit at or have much contact with college campuses. Partnerships with MonsterTRAK and Monster's research arm, Monster Intelligence, as well as other sponsors have resulted in a response pool that reflects the variety and types of employers who seek college educated workers.

2008 results in the fall (2007) indicated the college labor market was cooling off due to uncertainty in the economy. Smaller employers, those under 4000 employees, were particularly cautious. Large employers faced a completely different situation; the demographic shift of Boomer retirements has strained workforce succession

*The real muscle in this year's market is being provided by our study's largest employers (>3,900 employees). These companies have a voracious appetite for labor in anticipation of retirements. Large employers are also carrying forward unfilled positions from last year. Overall, large employers expect to increase bachelor hiring by 9%. Looking at specific majors, these employers expect to increase hiring for engineers by 12% to 14%, business by 13%, and social science/humanities majors by 20%.*

This year's 2007-08 Recruiting Trends includes information on hiring by industry sector including top majors and salary information. <http://ceri.msu.edu/recruiting/rt7-8.htm>

**Bachelor Hiring By Size of Company 1999 to 2008**  
% Change from Previous Year



2007-2008  
Recruiting Trends  
Large employers still plan to hire while small employers are more cautious.

ceri.msu.edu

**White Papers:**

How Central is Work to Young Adults? White paper prepared for MonsterTrak May, 2007

What Do Young Adults Want? White paper prepared for MonsterTrak May, 2007

Today's Young Adults: Surfing for the Right Job White paper prepared for MonsterTrak May, 2007

**Research Briefs:**

Moving Up or Moving Out of the Company? Factors that Influence the Promoting or Firing of New College Hires. CERI Research Brief 1-2007

Parent Involvement in College Recruiting Process: To what Extent? CERI Research Brief 2-2007

Unpacking Your Study Abroad Experiences: Critical Reflection for Workplace Competencies CERI Research Brief 1-2008

**Recruiting Trends:**

2007-2008

<http://ceri.msu.edu/publications/pdf/finalrt7-8.pdf>

2006-2006

<http://ceri.msu.edu/publications/pdf/finalrt6-7.pdf>



YOUNG ADULTS IN THE WORKPLACE

In response to the release of Jeff Arnett's work on emerging adulthood, which generated concerns about the work behaviors of young adults, the Institute, in partnership with MonsterTrak, initiated a comprehensive study on the attitudes and behaviors of young adults as they approach the workplace. The first phase tapped into career planning, entitlement beliefs, job surfing behavior, work-life identity issues, and desired job characteristics. We captured responses from over 10,000 young adults which provided a rich description of this age group from various perspectives.

Three white papers prepared by Dr. Georgia Chao and Dr. Phil Gardner present information on desired job characteristics, job surfing, and work identity. The papers are available as downloads (pdf) from the Institute's web site.

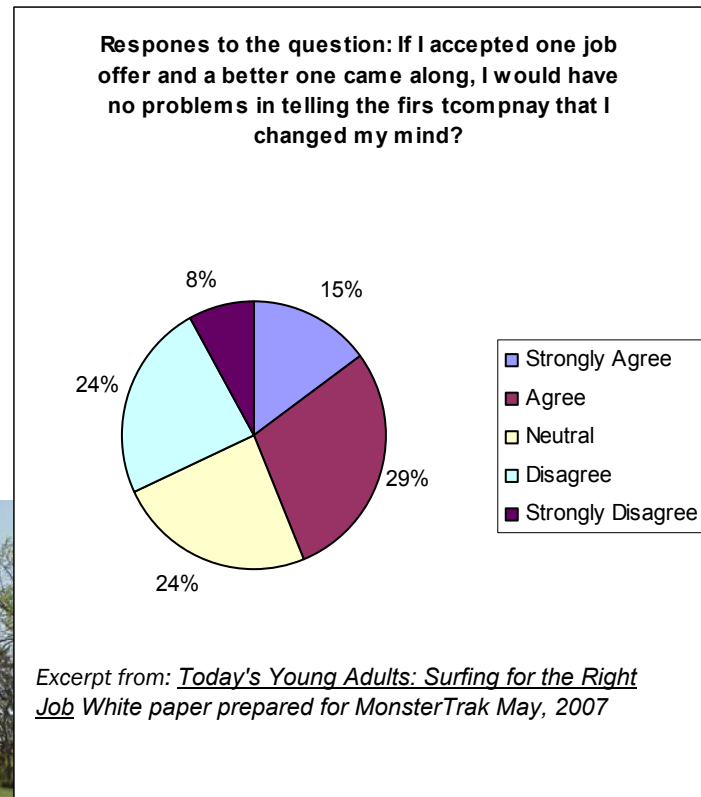
Currently, the Institute is engaged in a study that examines the young adult's workplace behaviors from the managerial and supervisory perspective. We are seeking feedback on the different strategies companies are using to recruit and retain young adults. From this base, we will develop some case studies around selected strategies, highlighted by successful application in different types of companies. The data completion has been collected, having received nearly 700 respondents.

**On the drawing board: Transition of Young Adults from College to the Work Place**

On the drawing board are several studies which will expand on our earlier find

interact with young adults, including:

- Phase II. Return to our original sample to determine surfing behaviors, involvement of parents in job seeking and early career, the use of social networks for career advancement.
- Non-traditional students. Examine the factors that contribute to success of non-traditional college students through a study sponsored by a group of colleges and universities whose student body is composed of older students; many of whom exhibit the same behaviors as traditional student populations.
- Career advisors and academic advisors. A parallel study of how advisors and faculty view young adults today and the approaches they are using to assist them in preparing for the transition from college to work.
- Spirituality in career decision-making. An exploratory study of the increasing role of spirituality in young adult career decisions and job seeking behaviors.
- Engineering careers in the 1990s. A companion piece to a study the Institute did in the mid 1990s on engineering careers between 1980 and 1991. Would compare how early careers have been shaped by changing organizational dynamics and globalization.



## RECENT MEDIA INTERVIEWS

**Plain Dealer, Sun News, Coshocton Tribune, Marion Star, 610WTVN, 6News WLNS, FOX28 WSJV, Herald Dispatch, ABC9WCPO, KYPOST, Lexington Herald Leader, WOOD8, WZTV, WDTN, Mlive, News Wire, Daily Comet**, Students turn to co-op for competitive edge

**Harvard Magazine** On the Career Carousel, College students prepare for life after graduation May 2008

**Chicago Tribune** Finding a last-minute summer job March 2008

**Chicago Tribune** Weak job market is actually mad for grads March 16, 2008

**Journal Sentinel** Audio: Phil Gardner February 18, 2008

**Journal Sentinel** Employers seeing change in generations, 2008

**Business Times Wisconsin** has an IT worker shortage, 2008

**State News** Leaving a Digital Footprint February 7, 2008

**Pipe Dream** IT Field Experiences Surge December 8, 2007

**The Daily Pennsylvanian** For seniors, job hunt (almost) piece of cake, November 28, 2007

**Crain's Detroit Business** Is turnaround on the way? 2007

**State News** Study suggests improvement in job outlook for graduates, November 14, 2007

**Michigan Live** Job openings for college grads to rise 7 percent, November 14, 2007

**Lansing State Journal** Job market looks promising for spring college grads, November 14, 2007

**The Daily Orange** Hot job field awaits '07 graduates, 2007

**Corp** Spanning the Generations Why is Generation Y Causing a Stir?, October 2007

**State News** Graduates flee state as Mich. Jobs disappear, 2007

**Detroit Free Press** Michigan can still play well nationally, 2007

**The Web Millionaire** Firms find niche finding internships, 2007

**Chronicle of Higher Education** Companies Plan to Increase hiring of College Graduates, November, 2007

## SPEAKING ENGAGEMENTS

### Business/Employer

Golder Associates  
Disney  
Iowa Beer Distributors  
Liberty Mutual Insurance  
Campus Recruiting Forum  
100 Best and Brightest (MBPA), Chicago  
Michigan Manufacturing Association  
State of Michigan—various agencies  
National Association of Business Resources  
American Society of Employers

### Colleges/Universities

Oakland University  
Iowa State University  
Ball State University  
MSU Alumni: Chicago, Atlanta  
Seattle Pacific University  
Study Abroad Forum  
St Norbert  
Brigham Young University  
WA. Assoc of Student Employment  
University of Puget Sound  
Colorado Career Service Group  
NAWIL Summer Forum

**Dr. Gardner is available to speak to colleges, universities, associations, and companies.**



**Contact him at 517-353-2221 on availability.**

### Mixed Groups

Experience (Web Cast)  
MonsterTrak (Web Cast)  
Florida Career Professionals Association  
Texas Co-op/Internship Association  
OK ACE  
Wisconsin Private Colleges/ Univ.  
Iowa State University, Career Forum  
Midwest Cooperative Education Association  
Recruiting Trends Conferences:  
MWACE Chicago  
SWACE - San Antonio  
MPACE, Denver

## ON THE HORIZON: INTERNATIONAL RESEARCH

Our work has captured the attention of several groups in Europe. We recently entered a partnership with Globalplacement.com, an Amsterdam company that focuses on connecting students and employers for internships and works with students upon graduation on employment strategies. The head of research for Globalplacement is implementing a research strategy that will produce results that complement three of our current studies: young adults in the workplace, managers perceptions of young adults, and internship conversion to full-time employment. The first study began in August 2008 with data collection underway. The other two studies will follow over the next nine months.

Other opportunities are being considered through collaboration with colleagues in several other regions of the world.

## ADVISORY BOARD

### Colleges and Universities

**Tim Harding**, University of Tampa  
**Larry Hanneman**, Iowa State University  
**Stan Inman**, University of Utah  
**Jim McBride**, University of Virginia  
**Simone H. Taylor**, University of Michigan  
**David Waddell**, Brigham Young University  
**Richard White**, Rutgers University

### Employers

**Graham Donald**, Brainstorm Strategy and Research  
**Steven Ehrlich**, TMP Worldwide Advertising and Communications, LLC  
**Sam Ellis**, IBM  
**Duncan Ferguson**, Scherer Schneider Paulick  
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**Jeff Quinn**, Monster Intelligence  
**Mike Scarini**, Michigan State University  
**Randy Swing**, Association for Institutional Research

### Ex-Officio Members

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**Kelley Bishop**, Michigan State University  
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## STUDENT ENGAGEMENT

### Study Abroad

Obtaining an international experience as part of a student's undergraduate experience has emerged as key component of institutional identity. These programs are often marketed with an implication that employers highly value these experiences. Our research has shown that employers do not necessarily place a higher value on international experiences than more traditional internships and campus activities. An inherent problem is the lack of reflection that can place the international experience in the context of the workplace. Our research has led to a program intervention for returning students that aids in unpacking their bags from a work context.

#### Key competencies employers assume with study abroad:

- Interacting with people who hold different interests, values, or perspectives
- Understanding cultural differences in the workplace
- Adapting to situations of change
- Gaining new knowledge from experiences

### Internships & Co-ops

Each year several questions are included in *Recruiting Trends* concerning internships and co-ops. The results have shown how strategic these experiences are to the hiring process and workforce succession planning. Employers report a favorable return on investment but are frustrated that they can not always convert their internship participants to full-time hires. This spring, we initiated a project to examine the conversion problem using retention theory as a framework. Preliminary work was done by a graduate student. After revisions, the main study was promoted by advisors linked on the internship and co-op list serves, as well as MonsterTRAK. Survey information was received from approximately 2400 interns and co-ops. The data is currently being analyzed.

Additional plans are being made to expand this study to focus on other issues related to enhancing the internship experience for both the student and the employer. At this stage we are entertaining ideas while waiting to see the results from our current study.